

# 2002 Annual Report

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*Division of Personnel Services*

*Department of Administration*

## *Planning for the Workforce of Today and Tomorrow*

*... is what the Division of Personnel Services is all about.*

This report celebrates the Division's achievements for fiscal year 2002 and describes how the Division is building on those accomplishments for the future. The Division of Personnel Services is constantly identifying new ways to support the state's workforce by improving internal **Operations** and building **Partnerships**, developing and enhancing **Key Initiatives**, and distinguishing the State of Kansas as an **Employer of Choice** and a **State of Excellence**.



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## ***MISSION:***

*Explore, develop and provide innovative resources to foster the workforce of today and tomorrow.*

## ***PHILOSOPHY:***

*The Division of Personnel Services strives for excellence and organizational wellness through:*

- ♦ *responsive **service** to customers*
- ♦ ***integrity** in thought and action*
- ♦ ***balance** of interests*

## ***GOALS:***

- ♦ *Promote the state as a desirable place to work*
- ♦ *Keep a workforce of motivated, competent and diverse people who are proud to be state employees*
- ♦ *Support agencies in their mission to service the public*





# *Message From the Director*

*Service ... Integrity ... Balance ...*

As you look at our *philosophy* in terms of the issues we began to face in fiscal year 2002 and looking forward to fiscal year 2003, these values become increasingly important. Our constituents deserve and demand quality service. We must be forthright even though we are sometimes delivering news we would rather not, and we are challenged to maintain balance between what employees want, the needs of the agencies and the agenda of the administration and the legislature.

Tough choices must be made as we progress to the future. The Division of Personnel Services employees are proud of what we were able to accomplish in fiscal year 2002. Armed with innovative and enthusiastic people, the Division is set to meet the challenges for the coming year.

In this light I am pleased to present the 2002 Annual Report for the Division of Personnel Services. This report reflects our commitment to responsive **service, integrity and balance** of interest. It also highlights the innovative programs we continue to provide and the meaningful and productive partnerships we have achieved as we strive to keep Kansas a State of Excellence.

Our goal is to serve all of our varied customers in the best, most efficient and effective way possible. We trust that if you have needs that are not being met, you will let us know.



Bobbi Mariani

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# OPERATIONS

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Management staff shares a lighter moment while serving Division of Personnel Services employees breakfast during Public Employee Recognition Week.

Division of Personnel employees during Public Employee Recognition Week breakfast.



Management staff assures that Division employees get their fill during the Public Employee Recognition Week breakfast.

## ***Organizational Changes***

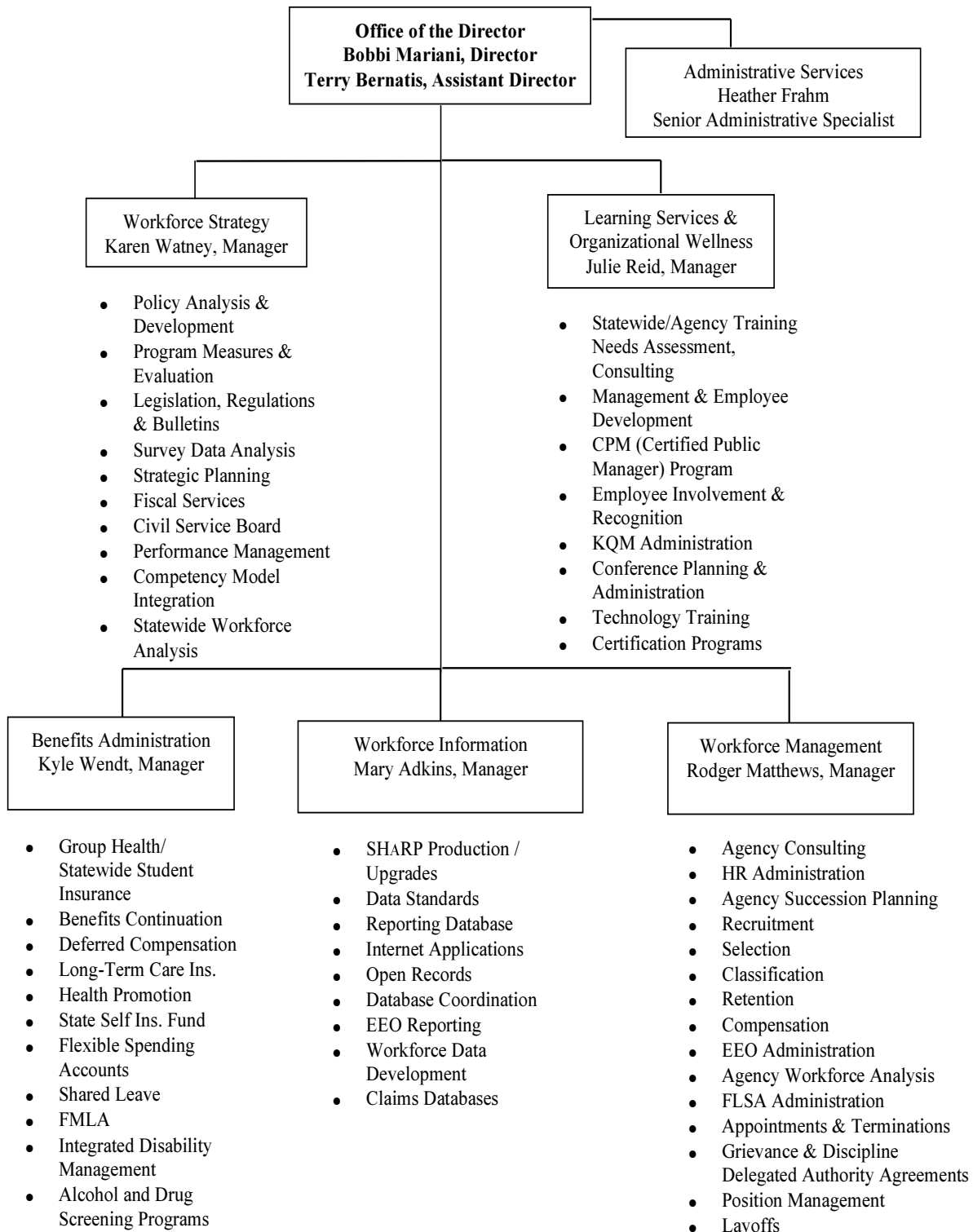
***The Division's reorganization in the third quarter of 2002 was designed to strategically align resources to the needs of agencies, employees and stakeholders.*** Primary assistance to agencies provided by the Human Resource Administration Unit was moved to the Workforce Management Section to better coordinate statewide issues regarding classification and agency assistance to agency specific workforce planning initiatives.

Statewide Workforce Planning was moved to the Workforce Strategy Section to provide centralized and coordinated data analysis regarding human resource trends and issues. Information obtained during the analysis is used to develop and implement initiatives that impact overall human resources either through legislation or regulation.

The Workforce Information section received additional resources through the reorganization to assist with the implementation of the SHARP upgrade schedule for implementation during the fourth quarter of fiscal year 2003.

# ***DPS Organizational Chart***

## *Fiscal Year 2002*





# PARTNERSHIPS

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## **Workforce Council**

*The Workforce Council is a strategic partnership that provides an on-going forum for agency human resource managers and Division of Personnel Services staff to work together to develop new workforce initiatives and promote a positive image of state government.* The Workforce Council was created to identify, research and recommend solutions for current and future human resource issues.

The goal of the Council is to create a unified workforce plan for the State of Kansas that will prepare and sustain state agencies well into the 21st century. An example of the Council's efforts was its collaboration with Fort Hays State University to develop recruitment strategies for health care professionals in Kansas.

## **Health Care Recruitment and Retention Strategies Team**

Recognizing that the shortage of nurses and health care professionals is greater than the past cyclical nurse shortages, a Statewide Workforce Council team was created in fiscal year 2002 to develop strategies and projects to assist with the recruitment and retention of health care professionals. The team consisted of SRS and various agencies including Board of Nursing, Kansas Commission on Veterans' Affairs, Department on Aging and the Department of Health and Environment.

Anyone trying to recruit a health care professional knows that there is a very serious shortage of nurses and other health care professionals both nationally and in Kansas. The projection is for the shortage to become even more acute with the current lack of graduating professionals along with the baby boomers retiring.

The goal of the team was to identify recruitment and retention strategies that included both financial and non-financial incentives. They shared agency best recruitment and retention practices. The Kansas Hospital Association shared the private sector perspective and their use of recruitment and retention strategies. The team developed a comprehensive strategies and initiatives list that ranged from legislation to practices that could be adopted at the agency level. A bonus program was developed and approved for implementation by Executive Directive (02-326).

Additionally, the team partnered with Fort Hays State University Public Relations Department to create an entire public service announcement campaign. The students in the "Public Relations: the Non-Profit Sector" class developed an audio and video public service announcement, advertising materials and media slogans. Also, students developed marketing approaches for various target groups and key public population categories.

The Kansas State Board of Nursing, one of the team's representatives, is in search of a grant to fund the production of the materials and to begin contact with middle and high schools. An example of the campaign slogan is shown below.

As an outgrowth of this highly successful partnership with FHSU, the Division of Personnel Services will again be working with the Public Relations Department during the spring semester 2003 to develop a public service announcement campaign for employment with the entire State of Kansas government.



## Civil Service Board

*The state Civil Service Board is an administrative board that has the statutory authority to hear the appeals of classified state employees with permanent status who are entitled by statute to appeal to the Board.*

The Board is a five-member body appointed by the Governor. Four of the members represent one of the state's four congressional districts and one member is selected from the state at large. The members have the statutory responsibility of determining the reasonableness of agency actions that are appealed to the Board. By statute the Director of Personnel Services is required to serve as secretary of the Board or is allowed to designate someone to serve in that capacity. Historically, an employee from the Department of Administration (DOA) has served in that capacity.

Listed below is the civil service appeal caseload and the number of resolved cases for the past three fiscal years.

Appeals	2000	2001	2002
Total Filed	48	53	57
Total Resolved(a)	35	37	58
Affirmed	11	19	20
Modified	5	3	7
Reversed	3	3	3
Withdrawn	10	7	19
Default	6	5	9

(a) Cases may not be heard in the same year they are filed; therefore, the total number of cases and total resolved cases do not equal.

During this year, the Division began a cooperative partnership with the Office of Administrative Hearings (OAH). In April 2002, OAH assumed the duties of designated secretary of the Board. This cooperative effort resulted in the optimum allocation of Departmental resources by placing Civil Service appeals in the DOA office that has the infrastructure already established for statewide hearings and processes. The Division maintains statutory responsibility for the program. Division staff play an administrative role by beginning the appeal process and maintaining the Board's files and records.

## Classification Teams

*This classification initiative partnered experienced agency human resource staff with Division of Personnel staff to assure consistent action on all allocation and reallocation requests from agencies that do not have Delegated Authority Agreements.* The system provided an

## Meet the Employees of DPS

Length of Service(yrs)	DPS Employee Name	Length of Service (yrs)	DPS Employee Name
38.3	Kathy Hackett	27.8	Spud Kent
35.4	Karen Kerr	27.3	Deb Dumas
34.2	Sandy Jacobia	26.8	Jeanne Wright
33.2	Mary Adkins	26.5	Susan Linderman
29.2	Verna Byers	25.6	Sharon Swoyer





opportunity for trained classifiers in state agencies and the Division to develop a common perspective regarding statewide classifications that assured consistent action was taken on all classification requests.

The interdepartmental classification teams capitalized on the benefits associated with teamwork and collaboration. While this concept is neither new nor creative, using it to strengthen the classification process and the working relationships among state agencies and DPS is new. The teams helped strengthen the human resource system and aided in building a big picture perspective for agencies and DPS staff alike.

**Issue:** A need to assure consistent action on all allocation and reallocation requests.

**Solution:** Interdepartmental Classification Teams

**Result:** Time to process a request fell from an average of 60 days to an average of only 20 days

By sharing knowledge, enhancing skills, obtaining a broader understanding of classifications and standardizing the classification process; better determinations are being made based on the expertise of the team members. Classification appeals and face-to-face audits have been reduced to only one request every five or six months.

This interdepartmental classification approach provides new or inexperienced classification analysts the opportunity to develop their skills by working alongside experienced classification analysts.

In addition, agency staff who do not have Delegated Classification Authority may shadow team activities once they complete basic classification training. Partnerships on these teams has broadened perspective, established relationships and helped members write better position descriptions for their agency. Team members and agency management have indicated that the time spent on a classification team has been time well spent.

### ***Division's Focus on Communication***

***Employee and Employer Information Network – The Division of Personnel Services values the ideas and input it receives from state employees and the agencies it serves.*** Nowhere is this value more exemplified than in the Division's collaboration with both the Personnel Advisory Committee (PAC) and the State Employee Advisory Committee (SEAC). Through these partnerships, DPS is effectively balancing the interests of employers and employees while at the same time working together to explore, develop and provide innovative resources.

SEAC (State Employee Advisory Committee) meets regularly with the Director of Personnel to provide input and suggestions regarding employment issues including benefits, pay and training.

Location	Name	Agency
Emporia	Roger Applegate	Wildlife and Parks
Lawrence	Mike Auchard	University of Kansas
Hutchinson	Amy Craig	Kansas State Fair
Topeka	Carl Edwards	Board of Tax Appeals
Independence	Kristine Fitzgerald	Dept of Human Resources
Wichita	David Fyfe	Wichita State University
Hays	Joyce Klaus	Fort Hays State University
Wichita	Robert Lacy	Dept of Transportation
Topeka	Margo Lytton	Dept on Aging
Larned	Robert Munden	Larned Juvenile Facility
Kansas City	Tom Sprenkel	Dept of SRS
Topeka	Robert Weber	Health & Environment
Topeka	Jane Welch	Adjutant General Dept
Topeka	Lisa Wilson	Kansas Judicial Branch
Garden City	Susan Wilson	Dept of Human Resources

State employees have ideas on how to make state employment more attractive to others and how to enhance the work environment. SEAC was established as a way for state employees to provide input and express their ideas to the Director of Personnel Services. They will provide input on employment issues such as the state's benefit program, evaluations, recruitment and retention programs, pay plan and structure, and training and educational opportunities. The inaugural meeting of this 15-member committee is scheduled for September 2002.

By providing this vehicle for employee input, the Division will obtain valuable information to develop or enhance programs to improve how we recruit, hire, develop and retain employees to meet our workforce needs in the future.

#### PAC MEMBERSHIP:

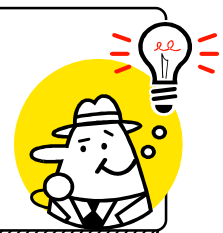
Department of SRS  
Department of Human Resources  
Health and Environment  
Corrections  
Department of Revenue  
Kansas University-Medical Center  
Kansas State University  
Wichita State University  
Department of Administration  
Department of Transportation

PAC is composed of ten human resource managers representing the state's largest agencies. PAC serves in an advisory capacity to the Director of the Division of Personnel Services on statewide programs and policies. Meetings are an opportunity for members to consider a statewide perspective of issues through discussion with other agencies. It also provides DPS an opportunity to hear agency perspectives on statewide programs.

This partnership and sharing of ideas benefits agencies and state employees in the development and enhancement of statewide programs and policies. Beginning in fiscal year 2003, PAC will have the opportunity to broaden its focus through interaction with SEAC. This interaction will further the employee and employer partnership that is vital to planning for the workforce of today and tomorrow.

#### Meet the Employees of DPS

Length of Service(yrs)	DPS Employee Name	Length of Service (yrs)	DPS Employee Name
23.4	Judy Allman	22.6	Ken Otte
23.1	Pat Russell	22.5	Karen Watney
22.9	Terri O'Brate	22.3	Laurie Knowlton
22.9	Gail Kennedy	21.7	Jim Gutzwiller
22.9	Tom Lackey	21.2	Janice Rasch



## ***State Network of Trainers***

***The State Network of Trainers, organized in 1997, is a self-directed forum which allows state trainers to meet and discuss common issues of interest and concern.*** The Network's approximately 70 members share current information impacting state agencies, identify trends and training needs, and coordinate state training resources in order to provide the most up-to-date and effective training to state employees. The Network met four times this past fiscal year, focusing on two programs regarding distance education techniques.

In separate meetings, a private consultant spoke on "The State of the E-Learning Industry" and SRS' Organizational Development staff demonstrated "Current E-Learning Initiatives in State Government." Other programs included "Emotional Intelligence for Trainers" from the University of Kansas Public Management Center, and a collaborative meeting hosted by Kansas State University with a program on "Drum Circles in Team-Building" presented by representatives from Kansas University.

## ***HR Informational Meetings***

***Quarterly meetings with agency human resource professionals and DPS staff serve as a forum for agencies and the Division to share information, ideas and experiences.*** Subjects discussed during fiscal year 2002 included:



- ◆ tuition reimbursement
- ◆ Vacation Leave Overage pilot project
- ◆ New Employee Orientation
- ◆ employee recognition
- ◆ military leave
- ◆ Fair Labor Standards Act (FLSA)
- ◆ Family Medical and Leave Act (FMLA)
- ◆ travel time
- ◆ notification requirements for layoffs and furloughs.

Quarterly meetings with agency human resource professionals and DPS staff continued to increase in attendance and achieved an average satisfaction score of 4.6 on a 5 point scale.

Agency and DPS representatives serve on the planning committee for the HR Informational Meetings. The rotating term membership allows for a wide variety of views and agency involvement. Agencies and the Division collaborate on building the meeting agendas, presenting topics and suggesting speakers and items for discussion.

Attendance has steadily increased since the start of the meetings. Over 100 human resource staff, representing more than 50 state agencies, regularly attend these meetings. Agencies that could not attend were provided copies of the handouts and presentation materials.

## ***Agency Visits***

***Agency visits are designed to enhance strategic and operational human resource services and programs between agencies and the Division.*** Responses on feedback questionnaires that focus on the visit and service provided by the human resources consultants range from 4.7 to 5.0 on a 5-point scale.

Division of Personnel Human Resource Consultants conduct on-site visits to:

Agency visits from the Division's consulting staff have increased communication between agency human resource staff and the Division allowing DPS to target inquiries to more defined issues, and to focus responses, technical assistance and consultive services to the agency.

- ◆ determine agency expectations and develop strategies to meet those expectations
- ◆ share information regarding DPS services, structure, purpose and relationship to the agency's overall mission and goals
- ◆ develop strategies from identified current and future agency HR related issues and concerns
- ◆ identify agency specific workforce trends and needs compared to statewide trends and needs
- ◆ identify and share human resource related best practices information.

Planning for agency visits began in January 2001 and the first agency visit was conducted in July 2001. In fiscal year 2002, the Division's consultants conducted a total of 40 agency visits.

Agency visits have increased communication and overall information between agency human resource staff and the Division. Time needed to

### ***Meet the Employees of DPS***

<b>Length of Service(yrs)</b>	<b>DPS Employee Name</b>	<b>Length of Service (yrs)</b>	<b>DPS Employee Name</b>
20.0	Cindy Hodges	18.6	Bonnie Long
19.8	Dodie Porter	18.5	Betty Escher
19.7	Carol Wilken	17.4	Jackie Montfoort Paige
19.7	Bobbi Mariani	17.2	Lois Ryan
18.7	Connie Guerrero	16.3	Vicki Lierz



resolve issues and concerns has decreased and the quality of responses has increased.

A review of reports that are generated prior to the visits, along with agency specific information obtained during the visits, are analyzed to understand patterns and trends within the agency compared to statewide benchmarks. This information has helped to target program changes and strengthened two-way communication.

## ***SHARP Upgrade***

***From October 2001 though April 2002, staff from three divisions in the Department of Administration – Accounts and Reports, Information Systems and Communications, and Personnel Services – began a “fit-gap” analysis.*** The analysis compared the functionality of selected major business processes in the state’s existing PeopleSoft release 7.02 software with the functionality delivered in release 8.0 in anticipation of implementing a software upgrade. After developing an implementation plan for the project, approval to proceed with the project was obtained from the Chief Information Technology Officer.

The 8.0 release moves from a client server-based to an Internet-based architecture. To insure adequate platform security in an Internet environment, and due to changes in the security model of the application between the two releases, both a “Security” and “Application Security ” architecture were developed to provide a foundation and direction for security aspects of the implementation. Additionally, approach documents were crafted for Workflow, Self-Service and the Portal, all of which were intended to set a high-level direction for implementation of these features in the new release.

The project will involve over 75 Department of Administration staff over an approximate 18 month period that began with the Fit Analysis. There are six project deliverables:

- ◆ Migrate the application’s functionality to PeopleSoft 8.0.
- ◆ Replace security and add work-flow administration architecture.
- ◆ Establish a self-service portal for state HR/payroll workers and state employees.
- ◆ Training program for HR workers and state employees.

- ◆ New computer platform to support the application (both WEB services and database platform).
- ◆ Opportunities to modernize processes, facilitate broader access to information, achieve savings (eg. Postage from mailing warrants), and to establish a more accessible reporting platform for analyzing human resources issues.

Scheduled for implementation during the fourth quarter fiscal year 2003, the next phase of the project will be to implement a new time and labor module and a reporting database for agency use.

#### **Presentations:**

- ◆ 2001 PeopleSoft Conference of the Americas  
"A Public Sector Recruitment Strategy for the 21st Century."
- ◆ PeopleSoft Kansas City Regional User Group  
"Reporting Strategy – Fact or Fiction."
- ◆ State of Oklahoma  
"PeopleSoft Implementation and Upgrades in Kansas."



#### **PeopleSoft Public Sector User Group**

- ◆ Host monthly conference calls for human resource customers
- ◆ Liaison with PeopleSoft Education and Government Product Strategy Group
- ◆ Liaison with PeopleSoft Higher Education User Group and their planning board for annual conference

#### **Meet the Employees of DPS**

<b>Length of Service(yrs)</b>	<b>DPS Employee Name</b>	<b>Length of Service (yrs)</b>	<b>DPS Employee Name</b>
16.1	Terri Widick	14.1	Angie Taylor
15.0	Jennifer Flory	13.7	Terry Bernatis
15.0	Jan Cavalieri	13.5	Cheryl Miller
14.8	Patti Pearce	13.3	Mary Waye
14.4	Doug Hollandsworth	13.0	Jennifer Hoffmans





## Retirement Transition Planning Team

*Baby boomers are going to change the definition of retirement, and solutions that were applicable just a few years ago will no longer address the staffing and retention issues that employers will face in the very near future.* As a result of Legislative discussion and employer interest over the past several years regarding retention of retirement eligible employees, the Division of Personnel Services and the Kansas Public Employees Retirement System (KPERS) established a task force to research, analyze data and provide feedback regarding planned retirement transition.

Task force membership was drawn from the KPERS Employer Council and the State of Kansas Personnel Advisory Committee (PAC). This diverse committee membership was established to assure that all KPERS employers' issues and concerns were identified to determine whether there were systemic as well as individual employer solutions.

Name	Location or Agency
Meryl Dye	Hutchinson
Judith Hasy	Ottawa
Tom Mathes	Olathe District Schools
Kathy Metcalf	Department of Revenue
Jack Rickerson	Department of SRS
Mike Turner	Wichita State University
Mike Wagner	Central States Mental Health Center

During the work of the task force, it became apparent that Baby Boomers are going to change the definition of retirement. In the past, discussions regarding incentives for people to continue working after retirement have typically centered around increasing or eliminating the KPERS maximum earnings limit. The emerging trend will be for Boomers to "retire" earlier from full-time work, but they will want to contribute and continue to work in some capacity.

The issue becomes one of making sure that they continue working in the positions where planned and coordinated knowledge transfer will take place. With 65% of KPERS members identified as being Boomers, coupled with the lower number of people born during the Baby Bust, employers must shift their focus to targeted employee retention.

The findings and recommendations from the task force will be released during fiscal year 2003 and will be available on the DPS Website. During meetings, the task force was very mindful of KPERS long term funding situation. Proposed retention strategies are for targeted employee classifications and specific employer needs that generally should be funded at the employer level or integrated with KPERS.

## *DPS Super Heroes for 2002*



### **ADA Compliance Project:**

July 2002, the DPS Internet Team was awarded the Super Hero Award for meeting the deadline to convert the division's most popular internet pages to comply with the ADA (Americans with Disabilities Act). Members of the team are pictured at the left with the Director of Personnel Services, Bobbi Mariani. From left to right are: Bobbi Mariani, Bonnie Long, Vicki Lierz, Jan Cavalieri, Mike Broadwell, Noble Morrell, Lon Smelser, and Tom Lackey. Members of the team not pictured are Cheryl Miller and Tiffany Ball.



### **Online Registration:**

May 2002, Mike Broadwell – pictured at the left – was presented the DPS Super Hero award for his work on completing an online employment registration form. Applicants and employees can register, update and submit their job skills 24 hours a day, seven days a week from a personal computer. He also designed and developed a new online Employment Summary form. Mike works in the Customer Communication and Access unit of the Workforce Information section in the Division of Personnel Services.



### **Going the Extra Mile:**

January 2002, Stella Adame – pictured at the left – was recognized with a Super Hero Award for her extra efforts in helping her section overcome a 50% loss in support staff during a critical time of the year. Stella helped with the bill paying process and worked the aKsess help desk. She also continued to handle her assigned claims in an efficient manner. Because of Stella's extra efforts, customers had little knowledge of a staff shortage in the office. Stella works in the State Self Insurance Fund section in the Division of Personnel Services.

***For more information on DPS Super Heroes, please visit our website at:***

<http://da.state.ks.us/ps/subject/heroes/super.htm>

**2002  
Mike Harder  
Public Administrator  
of the Year**

Mary Atkins, Manager, Workforce Information, (pictured at the right) was awarded the **2002 Mike Harder Public Administrator of the Year Award** from the Kansas Chapter of the American Society of Public Administration for her contributions to various projects and their successful implementations that have enhanced effectiveness and increased efficiency with the State of Kansas.



### ***Meet the Employees of DPS***

Length of Service(yrs)	DPS Employee Name	Length of Service (yrs)	DPS Employee Name
12.8	Mary Spinks	10.5	Kathy Deghand
11.6	Anna Knighten	9.9	Lon Smelser
11.4	Noble Morrell	9.7	Shirley Damron
11.1	Chris Saiya	9.7	Carol Baldwin



# KEY INITIATIVES

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## ***Employee Award and Recognition Program***

***In fiscal year 2002, the Division of Personnel Services introduced legislation to recognize an employee's contributions to the objectives of an agency and state government through excellence in performance and service.*** The state's efforts to recognize and reward employees have evolved over many years. Developed and implemented at different times, the programs had unique requirements, different types of recognition and multiple funding sources.

Because the various programs were implemented at different times to meet different needs, there were gaps and overlaps in plan designs and general confusion by agencies and employees. To make the state's award and recognition program contemporary, comprehensive and equitable, the Division sponsored Senate Bill 429 during the 2002 Legislative session.

Agencies will have the flexibility to recognize their employees in the following categories:



- ◆ distinguished accomplishment
- ◆ meritorious service
- ◆ innovation
- ◆ Kansas Quality Management
- ◆ volunteerism.

The proposal combined the Employee Suggestion Program, Kansas Quality Management Program, Kansas Savings Incentive Program and the statewide Service Award Program. Given the current fiscal environment, this program provides alternative ways to recognize and motivate employees. Agencies and Kansas Association of Public Employees (KAPE) supported the proposal.

Agencies have shown great interest in the Employee Award and Recognition Program. The Division has provided agencies with program guidelines and information to be used as the basis for agencies' to develop their own unique programs beginning in fiscal year 2003. Agencies will receive direction from the Division by regulation regarding service awards at 10, 20, 30 and 40 years of service.

Although non-financial rewards are the backbone of the program, a total gross financial award to a single employee to a maximum of \$3,500 is allowed. Current budget constraints may prevent the program from being at its fullest potential, but the non-financial award component has great potential.

Senate Bill 429 was amended to include a State Employee Suggestion Program separate from the Award and Recognition Program. The amendment established a cash award of 10% up to \$37,500 for suggestions that result in cost reduction for an agency.

The agency will retain 10% of the documented cost reduction which will be placed in the agency's Kansas Savings Incentive Program (KSIP). KSIP bonus payments may then be made for suggestions made under the Employee Suggestion Program or for awards and recognition under the Award and Recognition Program.

## ***457 Deferred Compensation Match***

***The State of Kansas has a history unmatched by other state governments in that 50% of eligible employees participate in the state's 457 Deferred Compensation Plan.*** In the 2002 Legislative session, the Department of Administration through the Division of Personnel Services sponsored legislation to provide an employer match for our employees who contribute to the State of Kansas Deferred Compensation Plan.

In fiscal year 2002, Senate Substitute HB 2621 was passed into law allowing the state to contribute a partial match to an employee's deferred compensation account. Although there was no employer match appropriation for fiscal year 2003, this legislation paves the way towards strengthening state employees' ability to plan for and fund their retirement.

### ***Meet the Employees of DPS***

<b>Length of Service(yrs)</b>	<b>DPS Employee Name</b>	<b>Length of Service (yrs)</b>	<b>DPS Employee Name</b>
9.4	Charm Johnson	7.8	Jeanette Bieker
9.3	Mike Michael	7.6	Mike Broadwell
9.2	Brent Smith	7.3	Jim Gardner
8.2	Ken Mendoza	7.3	Malinda Fryberger
8.0	Eilene Wason	7.3	Liz Wong



## ***Classification Study***

***Recognizing the need to ensure that the classification system reflects current work performed and identifying the use of current and emerging technology to ensure agencies can attract and retain qualified staff, the Division launched the Classification Structure Update initiative.*** This comprehensive review of all classifications is designed to ensure that minimum qualifications attract qualified applicants and consolidates classes when appropriate to reflect continuing changes in work and technology.

The Division of Personnel Services is charged with establishing and maintaining a statewide classification system that provides a logical and progressive delineation of work duties and responsibilities. Since 1994, at the completion of the Comprehensive Classification and Job Rate Study, classification maintenance had been performed on an “as needed basis.”

Staff from the Division and agency classification analysts are conducting the Classification Structure Update. These subject matter experts have served both as consultants and as team members to update the class specifications. The speed with which the process is occurring and the results of the process are a direct result of the commitment and resources provided by the agencies.

Two occupational groups, Administrative Support and Maintenance and Trades, were successfully implemented on November 11, 2001. A key accomplishment for the Administrative Support group was the consolidation of 22 classes into six. The revised class specifications provide meaningful descriptions of work, reflect standard business titles, updated work definitions and current use of technology.

Other occupational groups scheduled are:

- ◆ Information Technology Phase
- ◆ Health, Museum and Social Sciences Phase
- ◆ Natural Sciences and Engineering Phase
- ◆ Protective Service Phase
- ◆ Administrative and Managerial Phase.

## Recruitment and Retention

*The 2001 and 2002 Legislature requested two groups of employees be studied by the Division of Personnel Services: 1) sworn law enforcement officers and 2) professional and para-professional health care workers.* Recruitment and retention of state employees was a focus of Division activities during fiscal year 2002. Many initiatives were directed statewide, but certain types of occupations and classes of employees were targeted for focused attention due to the critical need to recruit and retain those employees.

### Pay for Kansas Highway Patrol Officers in line with Market

The 2001 Legislature was interested in determining if the salaries for Troopers were competitive with other law enforcement agencies in Kansas and the surrounding states. Fiscal year 2001 Senate Bill 57 directed the Division of Personnel Services to conduct a classification and job rate study for law enforcement officers in the Kansas Highway Patrol Troopers (II, III and Sergeant) and Motor Carriers (MCI) classes.

Generally, the survey came to the same conclusion as the 1998 Legislative Post Audit: The State of Kansas pay for Troopers is within market of actual salaries being paid for other law enforcement officers.

DPS designed the survey instrument to obtain information on five primary topics:

- ◆ classification structure
- ◆ total compensation including both direct and indirect compensation
- ◆ pay practices
- ◆ recruitment factors
- ◆ retention factors

Its purpose was twofold: 1) identify and compare relevant local and industry employers to obtain employment data for specific KHP sworn law enforcement classes; and, 2) to trigger a decision to release funds as provided in Senate Bill 57.

The survey was distributed on July 2, 2001, under a cover letter signed jointly by the Secretary of Administration and the Superintendent of the Kansas Highway Patrol. A total of 150 surveys were sent to 95 city police departments and 55 county sheriff's departments with a response rate of 52%. Surveys were distributed via e-mail to 24 states in the Central States Association with a 42% response rate. (See next page for listing of states.)

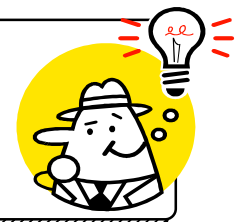
Employers surveyed provided geographic diversity as well as diversity in employer size. Critical employers also included those that have traditionally been important survey respondents for the Kansas Highway Patrol, such as Topeka, Wichita and Johnson County. The State of Kansas pay data was compared to:

- ◆ Kansas employers as a whole
- ◆ different regions within Kansas
- ◆ the five largest employers
- ◆ the Central States Association
- ◆ the four surrounding states and
- ◆ all survey respondents.

The 2002 Legislature did not release funds to adjust the wages for Trooper employees since the study reported that wages for non-supervisory Troopers and Motor Carrier Inspector classes were at or above the labor market while the wages for managerial level Troopers was below the market rate.

### Meet the Employees of DPS

Length of Service(yrs)	DPS Employee Name	Length of Service (yrs)	DPS Employee Name
6.9	Harry Bossi	5.1	Kim Rollenhagen
6.2	Stella Adame	4.8	Rodger Matthews
5.9	Phyllis Copeland	4.5	Tiffany Ball
5.9	Krista Gasperich-Hurla	4.5	Gwen Riner





## Central States Association

The following 24 states, along with Kansas, comprise the Central States Association:

Arizona	Iowa	Nebraska	South Dakota
Arkansas	Louisiana	Nevada	Texas
Colorado	Michigan	New Mexico	Utah
Idaho	Minnesota	North Dakota	Washington
Illinois	Missouri	Oklahoma	Wisconsin
Indiana	Montana	Oregon	Wyoming



## Health Care Professional Study to be Conducted in 2003

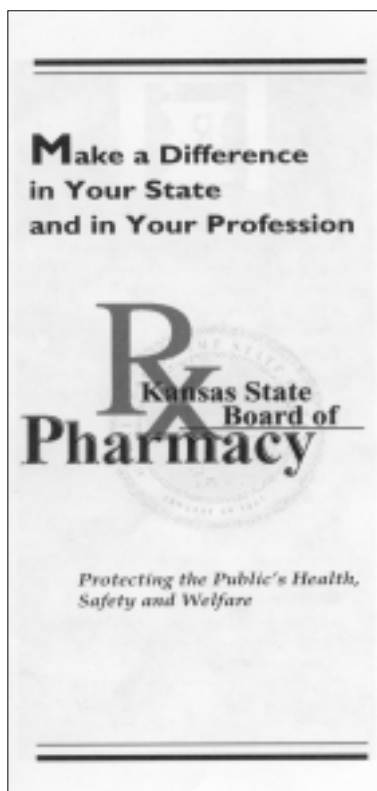
The 2002 Legislature Senate Bill 509 directed the Division of Personnel Services to conduct a classification and job rate study for all professional and para-professional health care jobs under the Kansas Civil Service to determine how Kansas' pay for these classes compares with the market rate. The State of Kansas, like other public and private health care employers, is experiencing difficulty in recruiting and retaining qualified health care staff due to lack of qualified applicants and the intense demand for employees with such qualifications and experience.

The Division of Personnel Services will collect labor market data during the early part of fiscal year 2003 for registered nurses and other health care professionals from facilities throughout the state and the surrounding four states. Market based pay grade assignments will be developed using the data collected through these surveys. The results will be reported to the 2003 Legislature.

## Specialized Outreach, Recruitment and Retention

*To help the Kansas Board of Pharmacy meet their organization's specific staffing needs, the Board contracted with the Division of Personnel Services to create an ongoing outreach, recruitment and retention program .* The Board had been having difficulty identifying potential candidates and then successfully hiring applicants when a Pharmacy Inspector position became available.

The Division helped the Board redesign the scope of work and responsibilities for the inspection of Kansas' pharmacies. After identifying practices with surrounding states and working with the Board to determine the best way for them to accomplish their inspection responsibilities, the Licensed Pharmacy Inspector position was created. The position of Pharmacy Compliance Officer was also created to assist the Licensed Pharmacy Inspector. As a result of realignment of duties, the annual pharmacy inspection schedule can be completed without the need for additional human resources.



After completing this strategic realignment of resources, the Board entered into a contract with the Division of Personnel Services to develop and implement an outreach, recruitment and retention program. One Pharmacy Compliance Officer position was vacant at the time the contract was implemented.

A comprehensive outreach program was developed that included:

- ◆ marketing and promotional brochure (shown at left)
- ◆ contact list of all licensed pharmacists in Kansas
- ◆ advertising strategies
- ◆ contacts with Pharmacy schools and Career Service Centers in Kansas and surrounding states
- ◆ information about the Board of Pharmacy's mission and staffing which will be presented at the Kansas Pharmacist Association meeting as well as providing this same information to surrounding states' annual meetings.

The Division was involved in the entire selection process. By utilizing the initiatives developed for the outreach program, the Pharmacy Compliance Officer position was filled in less than a month. In addition, a data base of possible applicants will be maintained to assure that there are qualified people available and ready to apply for either the Licensed Pharmacy Inspector or Pharmacy Compliance Officer position when it becomes available.

Additionally, the Division developed a retention strategy aimed at identifying aspects of the job or specific employee issues. By developing a personal contact with the new employee during New Hire Orientation conducted by Division staff, the employees will have an opportunity to give feedback to staff who will work with the Board to resolve the issues. Feedback resulted in changes to the job environment.

The Division has an ongoing relationship with the Board to identify issues and provide solutions. Overall, this initiative has been highly successful

#### ***Meet the Employees of DPS***

<b>Length of Service(yrs)</b>	<b>DPS Employee Name</b>	<b>Length of Service (yrs)</b>	<b>DPS Employee Name</b>
4.4	Les Lauber	3.4	Danelle Schwartz
4.3	Angela Mattocks	3.3	Heather Frahm
4.2	Kraig Knowlton	3.2	Kitty Demars
4.1	Debbie Cooper	3.0	Ken Stanberry
3.5	Carrie Doyal	2.8	Phil Williams





and plans are being developed to provide these types of services to other agencies that have specific human resource program needs or limited human resource staff.

### ***Integrated Benefits – Partners in Health***

***By developing and taking advantage of programs designed to help employees improve their health on the job and at home, Kansas is on the cutting edge of integrated benefits.*** The State of Kansas is in the enviable position of having both health insurance and workers compensation within the same organizational unit. In many organizations, these are considered two separate functions and are perceived to have little in common. However, the same health care provider is providing services regardless of whether the injury or accident occurred at home or at work.

## **KEY INITIATIVES**

The Division of Personnel Services recognizes that there is a great commonality in the types of services provided and therefore took advantage of the ability to better coordinate efforts by creating the Integrated Benefits Unit within the Benefits Section during fiscal year 2002. An early example of this coordination was when the state took advantage of the discount for prescription drugs offered through the Health Care Commission's contract with Advance PCS and applied it towards prescriptions used by workers compensation claimants.

Health care data obtained at a global level from group health insurance can be compared to claims data for workers compensation. Initiatives can be developed that will help in the rates and severity of accidents on the job or for conditions that have happened away from work that are exacerbated at the work site.

Since 1988, The Health Care Commission has looked to the Division of Personnel Services to provide innovative, cost effective health promotion and wellness initiatives for employees. These initiatives have included such broad-brush programs as Winter Fit, Health Check, LifeLine and smoking cessation classes. HealthQuest, the Division of Personnel Services wellness program, is the cornerstone of the Integrated Benefits concept.



With medical inflation in double digits again, HealthQuest is approaching future initiatives in a more proactive direction. Using the highly successful Health Check as a model, a new health risk appraisal will be offered to employees in plan year 2003.

Employees will be able to sign up for the Health Risk Appraisal and Health Screening program for plan year 2003. Employees will receive a comprehensive report about the state of their health with recommendations for improving their current state. The non-tobacco user health care premium discount that had been in place since 1989, was replaced by a similar discount for employees who signed up for this new program. In addition, three voluntary disease management programs will be offered through the health plan's pharmacy benefit manager:



- ◆ Cardiovascular Risk Reduction
- ◆ Depression Program
- ◆ Patient Medication Safety.

### ***Meet the Employees of DPS***

<b>Length of Service(yrs)</b>	<b>DPS Employee Name</b>	<b>Length of Service (yrs)</b>	<b>DPS Employee Name</b>
2.7	Kristine Scott	2.4	Christy Miller
2.7	Mike Kelly	2.4	Alice Burney
2.6	Kay Lingenfelter	2.4	Ethan Erickson
2.6	Joan Engle	2.3	Sabrina Malm
2.5	Dianne Hilton	2.2	Cheryl Menges



# EMPLOYEE SERVICES

## Group Health Insurance

*Division of Personnel Services worked closely with the Division of Information System and Communication (DISC) to develop one database for all health care plan participants which has greatly reduced the amount of manual processes and intervention.*



The Health Care Commission adopted K.A.R 108-1-4 allowing counties, cities and townships to participate in the state health care plan beginning January 1, 2003. Educational groups have been participating in the State of Kansas Health Care Plan since October 1999. As of June 30, 2002, 18 Unified School Districts, two community colleges and one service center were participating in the plan. These employer groups plus nearly 10,000 retirees and others participating on a direct bill basis have provided a challenge to the Division of Personnel Services to assure that membership and related information is current, complete and timely.

During fiscal year 2002, the decision was made to return the direct bill participant information to SHARP. At the same time, the decision was made to include non-state employer group participant information in SHARP as well. The Division of Personnel Services worked closely with DISC to ensure that the data processing infrastructure necessary to accommodate these additional participants would not have a negative impact on SHARP's ability to provide superior services for active employees. DPS is now positioned to ensure that only one membership database is functional and useable for all plan participants.

During fiscal year 2002, DPS sponsored a benefits fair at Fort Hays State University. Representatives from most of the plans, including long-term care and vision, attended as well as representatives from the Kansas Public Employees Retirement System (KPERS), deferred compensation, flexible spending accounts and LifeLine. Feedback on the fair was quite favorable and more events are planned for the next fiscal year.

### **Presentation:**

2001 International Personnel Management Association (IPMA)  
Conference:

"Managing Prescription Drug Benefit Costs."



## ***Flexible Spending Account***

***In plan year 2002, enrollment in KanElect (the IRS Code 125 Plan) increased almost 12% from the previous year.*** Since 1991, state employees have had the option to enroll in KanElect which allows employees to pay for qualified non-reimbursed health care and dependent day care expenses with pre-tax dollars.

The health care annual maximum pre-tax dollars allowed by KanElect is \$3,168 in plan year 2002. This maximum allowed in the plan permitted employees to receive pre-tax savings on deductibles and co-payments in the State of Kansas Health Care Plan.

In plan year 2001, 6,200 state employees participated in the program. By plan year 2002, that number increased to 6,943. Contributions to the flexible spending accounts in plan year 2002 totaled \$9.8 million.

## ***457 Deferred Compensation Program***

***The State's Deferred Compensation Program is under the watchful eye of the Deferred Compensation Oversight Committee which meets at least quarterly to review plan design, make plan enhancements and assure that investment options are the best in today's market.*** The State of Kansas Deferred Compensation Plan continues to sponsor its tax-deferred program to help employees meet their retirement goals. Utilizing IRS Code Section 457, the state offers participants a choice among more than 35 investment funds. Over 10,000 eligible employees participate in the plan. ING currently provides comprehensive administrative services for the Deferred Compensation Plan.

Sweeping changes were made by the IRS to 401(k), 403(b) and 457 plans in the Economic Growth and Tax Relief Reconciliation Act (EGTRRA) of 2001. To assure that employees received the benefit of those improvements, the Deferred Compensation Oversight Committee adopted the following provisions:

### ***Meet the Employees of DPS***

<b>Length of Service(yrs)</b>	<b>DPS Employee Name</b>	<b>Length of Service (yrs)</b>	<b>DPS Employee Name</b>
2.1	Amy Salisbury	1.7	Parizad Parav
2.0	Jesse Maddox II	1.7	Kyle Wendt
1.9	Julie Reid	1.5	Renee Hess
1.9	Jennifer Lolley	1.1	Tracy Patrick



- ◆ annual contribution amount increased from \$8,500 to \$11,000 for 2002 and thereafter by an additional \$1,000 through 2006.
- ◆ increased ability to catch-up during the three years prior to normal retirement age
- ◆ age 50 and older catch-up provision (not in addition to catch-up above)
- ◆ increased portability
- ◆ additional flexibility in benefits distribution.

The Deferred Compensation Oversight Committee is committed to assuring that participants in the plan have the best plan available to meet their retirement goals.

After reviewing the deferred compensation market to obtain information about best practices and contemporary plan designs, the Committee contracted with Segal Advisors, Inc. The company developed a Request for Proposal (RFP) for administrative and record keeping services and evaluation of fund categories and investment options. They were instrumental in negotiating for a deferred compensation vendor.

### ***State Self-Insurance Fund***

***The State Self-Insurance Fund (SSIF) is a self-administered program funded through agency-experienced based assessments to provide workers compensation coverage to state employees who are injured on the job.*** During fiscal year 2002, the staff of SSIF visited over 35 agencies throughout the state.

The visits were designed to provide valuable customer service to agency human resources and to designate the administration responsible for the management of workers compensation claims. SSIF staff worked with agency representatives regarding:

- ◆ the accident reporting process
- ◆ techniques to reduce accidents
- ◆ the value of returning injured employees to work
- ◆ providing statistics about the number and types of accidents.

Self-Insurance Fund staff also worked with injured workers regarding their individual claims.

SSIF continues its educational initiative with supervisors by being a regular participant in the Basic Supervisory Training Program (BSTP). SSIF staff show new supervisors how important their role is in accident prevention and accident reporting.

During fiscal year 2002, SSIF implemented a new claims reporting and administration database system (KLAIMS) that electronically interfaces with PeopleSoft, the Division of Accounts and Reports and third-party vendors. These much needed interfaces enabled SSIF to further automate its processes, thereby improving efficiency and eliminating the need for manual intervention.

## ***DPS Employment Services***

***The Division of Personnel Services provides a statewide employment and recruiting program through the Employment Services Office.*** The services provided by this office are especially critical for small agencies that typically do not have resources available for recruiting activities. Over 70% of the small agency respondents indicated that DPS services and programs are effective recruitment tools for their agency.

The Division of Personnel's Employment Services was listed among the top five most effective sources for locating applicants for state employment by those state agencies using its services.

Almost two-thirds of the small agency respondents indicated that the Division of Personnel Services actively works to improve the general image of state employees in its efforts to recruit new employees. The Division provides a statewide employment and recruitment program through the Employment Services Office.

The office, located in the Landon State Office Building, is open to the public and provides information on state employment processes to all interested applicants. The Office produces the Statewide Notice of Vacancies and provides a three-tiered Jobline.

## ***Meet the Employees of DPS***

<b>Length of Service(yrs)</b>	<b>DPS Employee Name</b>
1.1	Erin Kelley
0.8	Gail Dobber
0.5	Jim Zaman
0.4	Megan Duncan

That's All Folks



**In Fiscal Year 2002, Contact Was Made With Nearly 45,000 Applicants for State Employment**

<b>APPLICANT CONTACTS</b>	
<b>Type of Contact</b>	<b>Number of Contacts</b>
Phone calls	17,708
Office visits	16,072
Recruitment events	3,919
Job registrations	2,747
Job Line calls	2,435
E-mail	1,375
Mail	190
<b>TOTAL CONTACTS</b>	<b>44,446</b>

<b>RECRUITMENT EVENTS ATTENDED</b>	
<b>Type of Event</b>	<b>Number of Events</b>
College fairs	20
Recruitment visits	9
Career fairs	7
<b>TOTAL EVENTS</b>	<b>36</b>

Staff provide guidance on the employment process for applicants and agencies, negotiate and administer the Statewide Temporary Services contract, provide specialized agency and statewide recruitment assistance, support statewide training plans, perform agency and statewide workforce/workflow analysis and develop agency specific marketing/recruiting plans.



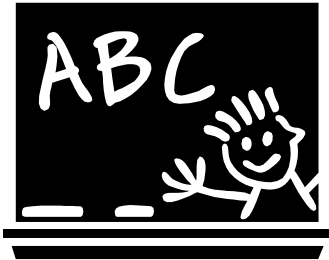
***Employee Development***

*The Division of Personnel Services offers a variety of employee development programs.* These workshops, conferences, seminars, and short courses are developed to help supervisors meet their continuing education requirements and are based on:

- ◆ regulatory requirements
- ◆ needs analysis
- ◆ suggestions from training evaluations
- ◆ requests from agency directors, managers and supervisors.

## ***Executive Development***

There are several Executive Development programs sponsored by the Division:



- ◆ Basic Supervisory Training Program (BSTP) is designed to provide new supervisors with a strong foundation of supervisory and management skills utilizing real world applications. This program is the cornerstone of the Comprehensive Management Education and Training Strategy CMETS).
- ◆ Lead Employee Achievement and Development (LEAD) is designed especially to expand lead worker knowledge and skills in the areas of responsibility and authority, legal issues, documentation, problem solving, interpersonal leadership, time management, communication and conflict management. The three day course gives participants valuable information about being a first-line supervisor for the state.
- ◆ The Certified Public Manager (CPM) program is designed to provide managers at all levels of government a foundation of knowledge and skills in management practices. This intensive 288 hour, 12 month program is a coordinated effort between the University of Kansas Management Center and DPS.
- ◆ The Institute for Management Studies (IMS) is a program that brings together nationally recognized innovators and key decision-makers so that state agencies' senior executives, upper and mid-level managers have the best information possible on which to base business decisions. The state's membership makes it possible for participants to attend cutting edge workshops on management issues, taught by leading business school professors from the top graduate schools in the country.

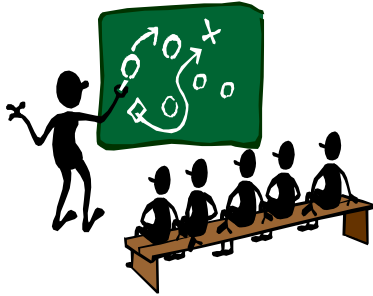
## ***Professional Development***

Radiating Possibilities Professional Development and Human Resource Issues Conference was designed to further participant's professional development and human resources skills to strengthen the leadership capacity of the Kansas workforce.

Participants had opportunities to gain tools and resources that impacted their organizations. The agenda included contemporary topics such as:



- ◆ e-learning
- ◆ communications
- ◆ leadership
- ◆ change
- ◆ employee retention
- ◆ well-being
- ◆ other topical and timely workshops.



Leader of the Pack Day Camp was an opportunity to “stimulate your mind and recharge your weak batteries...” through professional skills development. Conducted on the Washburn campus, the Division of Personnel Services coordinated the project with Washburn, the Departments of Revenue, Social and Rehabilitation Services, Transportation, Human Resources, Health and Environment, and the University of Kansas Public Management Center.

During the past year the following ad hoc training sessions were offered to agencies:

- ◆ Windows Security
- ◆ Myers-Briggs Type Indicator Overview
- ◆ Myers-Briggs Type Indicator Qualifying
- ◆ Conflict Management
- ◆ Effective Performance Appraisal
- ◆ Writing Position Descriptions
- ◆ Meeting Facilitation
- ◆ Disaster Awareness
- ◆ Time Management for Middle Managers
- ◆ Violence in the Workplace
- ◆ Business Writing
- ◆ Customer Relations and the Strength Deployment Inventory.

A total of 646 participants were trained in the ad hoc sessions.

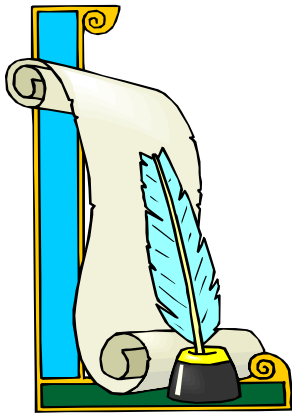
### ***Skills Development***

The Division offers several skills development programs:

- ◆ Kansas Project Management Methodology (PMM) has prepared hundreds of state of Kansas project managers and team members to bring all types of projects in on time and on budget. Participants receive an introduction to the state of Kansas project management

methodology and at the conclusion of the course - - after passing the required examination - - become certified. Coursework consists of 96 classroom hours (three calendar weeks) of concepts and techniques.

- ◆ DPS offers advanced Project Management Methodology training in two parts. The first part, Advanced Project Management Methodology provides managers with more tools and advanced practices to execute more complex projects, programs and organizations.
- ◆ The second part, Windows 2000 Security provides the unique opportunity for those responsible for information security to step outside the traditional IT administrator's shell. It outlines workarounds, solutions, and countermeasure for each and every attack described. Participants are able to determine security vulnerabilities so that causes, not just symptoms, of security problems can be treated.
- ◆ Control Objectives of Information and Related Technology Implementation (COBIT) is a 2-day workshop designed for IT professionals and managers who deal with the complexities of IT control functions on a daily basis. IT professionals develop effective audit programs, support audit findings and recommendations, and link control objectives to overall organizational needs.
- ◆ Disaster Awareness in the Workplace is designed to alert employees to the most common types of potential workplace accidents, hazards and threats along with enhancing safety. Currently being offered at agency request, the goal of the training is to help people avoid injury by early detection and elimination of hazards.
- ◆ Grant Writing Training is designed to give participants the skills to develop responses to grant proposals. This new two-day course was developed during fiscal year 2002 to support the Department of Administration Grants webpage. Participants learn how to begin the grant writing process, where to look for resources, and how to prepare a highly competitive grant proposal.



## AKSESS

<http://da.state.ks.us/aksess/>

*Launched in the fall of 2000, the employee and applicant portal AKSESS (Automated Kansas State Employees Service System) provides 24/7 one-stop services and information for state employees, applicants and the public.*

Enhancements to AKSESS during fiscal year 2002 included allowing employees to register an e-mail address and development of a “secret question” process. This process allows employees to answer their secret question if they have forgotten their password and upon confirmation of the question, a new password is e-mailed to them. As a result, phone calls to the Help Desk during October 2001 were reduced as over 800 employees used this new functionality. Since October, 1400 employees have used the “secret question” process and received a new password. This process has significantly reduced the need to staff a Help Desk.

The following applications are currently available in AKSESS:

### ◆ Benefits

During October 2001, employees completed group health insurance and flexible spending account enrollment on-line. Over 15,000 benefit eligible employees made changes or elections compared to 11,000 changes made during the first on-line open enrollment in 2000.

Additionally, employees may search for contracting providers in the State of Kansas Health Benefits Plan. Direct links to carriers on-line provider lists makes it possible for plan participants to obtain up-to-the-minute information about the contracting status of a health/medical carrier in the plan. The direct link to Advance PCS, the

### Presentation:

2001 National Association of State Personnel Executives (NAPSE)

“Human Resources Through the Employee Portal.”



state's Prescription Benefit Manager (PBM), provides information about the drug formulary.

◆ Employment

In January 2002, the Division of Personnel Services completed the final component of the on-line employment process with the implementation of the on-line Employment Summary. Prior to January, applicants could view job vacancies on-line and could complete the initial employment registration process but needed to mail or deliver their employment summary directly to the state agency with the opening. Currently, 29 agencies accept the on-line Employment Summary and an average of 42 applicants complete the summary daily.

The on-line Employment Summary allows applicants to indicate their interest in a specific vacancy and describe their education and employment history by completing the form and e-mailing it to the agency with the opening. As an added feature, the applicant may save the summary to their own computer drive allowing them to update the information at a later time.

The convenience of the on-line employment process gives the State of Kansas a competitive edge over other employers and is especially attractive to out-of-state applicants. Completing the on-line Employment Summary results in significant savings to state agencies since they no longer have to purchase as many paper forms and to applicants who no longer have to mail or deliver paper forms.

◆ Compensation

In February 2002, the State of Kansas on-line Total Compensation Statement became available to employees. Using data from the Statewide Human Resource and Payroll (SHARP) System, 26,000 statements were created for benefits eligible employees. Regents institutions prepared statements for their employees following the Division of Personnel guidelines.

The personalized statement shows the direct and indirect compensation paid to each employee during the previous calendar year. Employees not only see their direct compensation paid in terms of salary and wages, but also the amounts contributed by the state for their benefits.

◆ The Next Phase

With the SHARP upgrade scheduled for implementation during the fourth quarter of fiscal year 2003, several additional self-service applications will become available including on-line pay advises and the ability to view leave balances. Password assignments will be made even easier with a new process that will be available for Open Enrollment during the second quarter of fiscal year 2003.

## ***Competency Model Project***

***Recognizing the need to identify the “how” of a job as well as the “what” of a job, the Division of Personnel Services began research and development of a behavioral competency model for the State of Kansas.*** Metrics and measurable goals identify what needs to be accomplished. But just as critical as the “what” of a job, “how” a person performs the job is an equally important measure of the success of a work product.

Competencies are the knowledge, skills and personal attributes that facilitate exceptional job performance and organizational success. Through statewide focus groups, the Division identified the behaviors (personal attributes) that employees and managers recognized as critical for employees to excel at their jobs. Eighteen specific behaviors were identified that crossed all job classification.

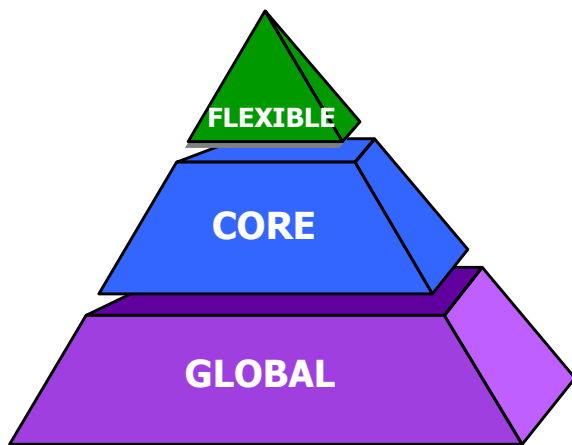
Global behaviors were identified as crucial for all state employees. Core behaviors were identified as crucial for employees in specific occupational groups. Leadership behaviors were identified as crucial for employees in supervisory, managerial or lead worker positions. Flexible behaviors were not identified as core for an occupational group, but can be assigned on an individual position basis.

### **Department of Administration**

Employee/Team of the Month Award  
presented to the Competency Model Project Team:

*Carol Brownlow  
Danelle Schwartz  
Michelle Wallace*





This statewide competency model will allow the state to fully realize its potential by evaluating not only the skills necessary to complete a job, but also the behaviors that contribute to an employee's overall success. The model will be integrated within all of the state's human resource programs including classification, recruitment and selection, performance management, training and development, organizational planning and development, and compensation.

During fiscal year 2002, a team consisting of DPS personnel and agency human resource staff developed the employee evaluation prototype. Projects that are underway include the development of new employee registration books, behavioral based interview questions to assist in the recruitment process, and integration of required behaviors into classification specifications in conjunction with the classification project.

The State of Kansas Competency Model will provide the basis for an integrated human resource system. This system will assist the State in management resources and personnel to support strategic goals and contribute to organizational success.

Competencies provide clear expectations for both managers and employees by identifying employee qualities that are necessary to meet job demands. Identifying the critical competencies for a job will assist managers in hiring the right person for the right job and ensure that current employees are well matched, in terms of both skills and behaviors. The goal is to integrate the behaviors into all human resource processes by June of 2003.



#### **Presentations:**

- ◆ 2002 International Personnel Management Association (IPMA) Competency Model Project  
"Competencies Panel."
- ◆ 66th Annual IPMA Central Training Conference  
"Competency-based Approaches to HR Systems."

***Workforce Planning –  
more critical than ever***

***More than half of state agencies will have over one-third of their current workforce retirement eligible within the next five years making workforce planning more critical than ever.*** A staggering 65% of overall KPERS (Kansas Public Employees Retirement System) members are Baby Boomers or older. Within the state, one-third of classified employees are 50 or older. Two-thirds of classified employees are 40 or older.

The percent of classified employees in the 50 to 59 age group has grown from 22% in fiscal year 1998 to 27% in fiscal year 2002. Conversely, the number of classified employees in the 30-39 age group has declined from 29% in fiscal year 1998 to only 23% in fiscal year 2002. Twenty-eight percent of the classified service will be eligible for retirement (early and full retirement) by December 2007.

The Division of Personnel Services is taking the changing demographics and changes in the make up of the workforce very seriously. It is expanding Workforce Planning statewide and at the agency level. Many of the initiatives and partnerships reported in the 2002 Annual Report reflect attempts to identify trends, develop strategies to be positioned on the leading edge of the trends and to develop solutions to current problems.

Several statistics from the State of Kansas 2002 Workforce Report published by the Division of Personnel Services are worth noting:

The State of Kansas 2002 Workforce Report published by the Division of Personnel Services is available at:

<http://da.state.ks.us/ps>

- ◆ The Department on Aging and the Department of Human Resources will have 50% of their employees retirement eligible by December 2007.
- ◆ Larned State Hospital will have 43% of their employees retirement eligible by December 2007.
- ◆ The Department of Social and Rehabilitation Services will have 30% of their employees retirement eligible by December 2007.
- ◆ 46% of Registered Nurse III's will be retirement eligible by December 2007.
- ◆ 54.6% of PSE II's will be retirement eligible by December 2007.
- ◆ Statewide turnover is down to 12.5% in fiscal year 2002 from 13.7% in fiscal year 2001.
- ◆ The turnover rate for Registered Nurse III's was 16.62%.
- ◆ The Public Safety function of government had a turnover rate of 16.02%.
- ◆ More people retired in fiscal year 2002 than in fiscal year 1999, fiscal year 2000 and fiscal year 2001.

UPDATES

- ◆ Nearly 30% of terminations occur in the first year of service.
- ◆ Although the number of positions is 1,727.2 less than fiscal year 1998, there was an increase of 247.4 positions in fiscal year 2002.
- ◆ The number of employees in the 5-9 years of service category has decreased 8% since 1997.
- ◆ The gap in average salary of State of Kansas employees compared to Central State employees increased to \$4,749. That is up from \$2,183 in fiscal year 1998.

Statewide workforce initiatives DPS has been involved with during fiscal year 2002 include:



- ◆ Comprehensive Classification Study – This review of all classified positions is identifying and developing standards for current work performed by state employees. Classes abolished, created and consolidated are a direct result of the changing nature of the work and services provided.
- ◆ Recruitment Initiatives – Both the Board of Pharmacy and the Health Care Worker Recruitment campaigns were a direct result of identification of critical needs and development of specific solutions.
- ◆ Agency Visits – The context of agency visits is developing into a comprehensive review of current and projected workforce needs at the local level.
- ◆ Agency Workforce Reports – Rolled out several years ago, the Agency Workforce Reports are being modified to include much more narrative information about the status of a particular agency especially when compared to statewide benchmarks.
- ◆ Integrated Workforce – Currently under development, this model for health related classes is based on providing a structure that allows for multipurpose services rather than silos of knowledge. This model may prove useful in other classification studies.
- ◆ Competency Model – Perhaps the greatest potential for impact of the management of human resources in the State of Kansas, the Competency Model has identified specific behavioral attributes based on state of Kansas employees that excel in the performance of their jobs. The “how” as well as the “what” of a job will be identified and managed.

Agency human resource directors are equipped with statistical information to develop recruitment and retention strategies for their workforce. The interagency Workforce Council is developing recruitment and retention



strategies for specific classes of employees and functions of government. By working at recruitment and retention issues from both a centralized and agency level perspective, a new emphasis on understanding and meeting the changing needs of the workforce results in a more efficient use of resources and improved customer service.

**Presentation:**

2001 International Personnel Management Association (IMPA) Conference

"Workforce Planning – A Major Focus of the State of Kansas Human Resource Management Programs."



***IT Position Description  
Profile Team***

*The IT Profile Team is an innovative approach to restructuring the Information Technology position descriptions with features designed to evolve as IT job functions grow and change.* Fiscal year 2002 found IT and HR professionals converting position descriptions to the newly developed Information Technology Position Description Profile (IT Profile) that was developed during fiscal year 2001.

Control Objectives for Information Technology (COBIT) standards and Kansas' Statewide Technical Architecture (KSTA) are integral parts of the IT Profile. COBIT provides a standardized, internationally recognized framework for building IT position descriptions. KSTA links that framework to the state's information technology architecture. The IT Profile, while primarily a classification tool, is also a viable management tool that can be used to assist with recruitment, selection, employee development, performance reviews, organization development and assessment efforts.

UPDATES

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